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- (e) Work in connection with providing quarters for the Shipyard (verf'), MMF which has been rebased on Zayachiy Island from the region of Peschanoy Kosy.
  - (f) Construction of a new bridge across the Volozhka River, to replace the old one which has become unserviceable.
3. To accomplish these tasks the Soviet of Ministers of the USSR authorized the establishment of the Astrakhan Construction Directorate, subordinate to GlavMorsstroy, MMF. At the same time the period of time for completing the works project was established, namely, to start in the fourth quarter of 1948 and to finish in December 1953.
  4. The planned assignments of the Construction Directorate are shown in Diagram #3 [See Enclosure (C)]. The fulfillment of the works-projects as of June 1951 can be seen in Diagram #2, [See Enclosure (B)], and the condition of Zayachiy Island before 1948 is shown in Diagram #1 [See Enclosure (A)].
  5. To facilitate the fulfillment of assignments, the Construction Directorate was divided into two production sectors. These sectors were each staffed with manpower and provided with the necessary construction machinery.
  6. In the summer of 1951 the construction of the entire directorate was lagging behind the scheduled rate of fulfillment by about 50%.
  7. Production Section #1 of the Construction Directorate included the following elements:
    - (a) The building of a slipway.
    - (b) Work to reinforce the shore of Zayachiy Island.
    - (c) Construction of a bridge.

The development of these works-projects by Sector #1 proceeded as follows:

- (a) The slipway was to be placed on the left bank of the Volozhka River in a small bay, thus requiring ships to approach the slipway through the mouth of the Volozhka. For this reason it was necessary to make the river navigable. For many years inoperative ships, some of which had sunk, and some of which were still afloat, had been brought into the Volozhka. The river had become congested with dozens of old ships and various kinds of rubbish from the old bridge [Item 26, Diagram 1, Enclosure (A)] to the hospital [Item 29, Diagram 1, Enclosure (A)] on the right bank of the Volozhka. Initially, these old ships which were still able to hold themselves above water were taken out of the Volozhka and towed to Zolotoy Zaton (on the left side of the Volga, opposite Zayachiy Island). Next the sunken ships and objects were raised. This salvage work was performed by the Special Purpose Underwater Expedition (EPRON) of the Naval Ministry. The old ships had to be written off the balance sheet of fixed capital of Reydtanker and then converted into scrap iron. This scrap iron was shipped ultimately for inclusion in the construction of the Stalingrad hydro-electric station (GES).

The slip will be the largest of its kind in the Soviet Union and in the world when it is completed. This slip is to accommodate simultaneously 10-12, 5,000 tons brages, each with dimensions of 112x18 meters.

After the Volozhka was cleaned out, dredging operations were commenced and the depth of the river was increased by two to three meters. These operations were carried out with the dredging equipment of the Directorate of the Roadsteads Technical Fleet (ReydtekhFlot) which included the dredger (Z/S) ) RODINA (a combination dipper and hydraulic dredge).

Simultaneously with the dredging work, large excavation operations were carried out to enlarge the water area of the slipway, and to level off the area of the island in the region from the slipway [Item 32, Diagram #2, Enclosure (B)] down to the site of the Shipyard, MMF (Sudoverf', MMF) [Item 36, Diagram #2, Enclosure (B)]. In June 1951 the excavation work

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and the driving of sheet piling was continued. At this time there was a lag of approximately six to seven months in the fulfillment of the slipway construction. The dredging of the Volozhka River was 50-60% completed in June 1951.

- (b) Only 10-15% of the bank reinforcement and restoration work had been fulfilled in June 1951. Only that area in the vicinity of Auxiliary-Service Ship #6 (Debarkader) [Debarkader is translated in most dictionaries as a landing stage. As applied to vessels in the Caspian Sea area a different meaning must be used. None of the vessels of this type in the Caspian Sea are used as landing stages. The various debarkaders are used to house different service and auxiliary activities, ie repair facilities, communications, port authorities and inspectors, etc. The vessels are all old, wooden hulled, non-self propelling service-auxiliary ships.] had been restored at that date. It should be borne in mind that the banks of Zayachiy Island are very low, and during the spring flood waters a considerable part of the area is flooded and destruction of the weak sand banks occurs.

The artificial reinforcement of the banks in the vicinity of the shipyard i/n Tenth Anniversary of the October Revolution has not been renewed since the time it was originally built and it is in very poor condition. The Construction Directorate will have the task of restoring the concrete quay along the yard and also of strengthening the dirt banks around the greater part of the island with earthen embankments, reinforced with fascines, sheet piling and stones.

- (c) The construction of the new bridge [Item 26, Diagram #3, Enclosure (C)], across the Volozhka River was necessitated by the need to connect the yard with the Trusovo railroad freight station. The existing bridge [Item 26, Diagram #1, Enclosure (A)] was utterly unserviceable and was closed to motor traffic in 1951. A pontoon bridge [Item 34, Diagram #2, Enclosure (B)], with a freight capacity of about 20 tons was erected temporarily by the Construction Directorate for current needs. In June 1951 the Directorate still had not started the construction of a permanent bridge.

8. Production Section #2 of the Construction Directorate had the following missions to accomplish under the construction plan for Zayachiy Island:

- (a) The construction of dwelling houses and office buildings.
- (b) The building of roads and streets.
- (c) The building of a railroad siding [Item 41, Diagram #2, Enclosure (B)] between the i/n Tenth Anniversary of the October Revolution and the Trusovo freight station.
- (d) The reconstruction of a park which had been destroyed.
- (e) The construction of a sports stadium.
- (f) The removal of Ship Repair Shops #55 (Masterskiye #55) from barges to a site on the island [Item 9, Diagram #3, Enclosure (C)].
- (g) Partial fulfillment of work involved in establishing the Shipyard (SudoVerf') MMF on Zayachiy Island.

9. Sector #2's fulfillment of these works-projects proceeded as follows:

- (a) There are about twenty (20) two and three-story brick buildings in use on the island, not counting the shipyard buildings. The remainder of the houses are old wooden structures and number between 80 and 100. The great bulk of the yard workers and sailors live in barracks and dormitories with 40-50 people per room. There are five or six such barracks on the island which house 100-150 persons each. In addition Auxiliary-Service Ship (Debarkader) #194 is used as a dormitory for 150 people. A great number of the dwelling houses are of adobe and are hardly adapted to habitation.

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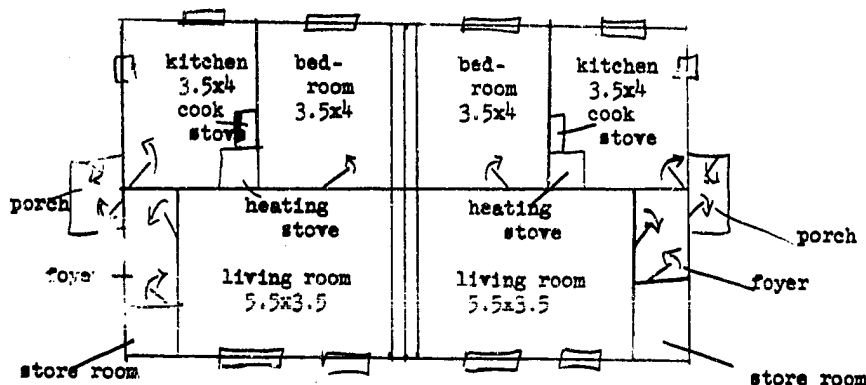
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Thus the housing problem for the sailors and yard workers was very acute. The plan for the modernization of the village (poselok) envisaged basically the construction of wooden, one-story pre-fabricated dwelling houses of standard type. Very few brick buildings were scheduled for construction (not more than 10 or 12) and these were for official purposes. The wooden houses were of two types:

- (1) About fifty (50) three-unit, pre-fabricated houses were to be constructed.
- (2) About fifty (50) two-unit, pre-fabricated, BI-2 houses were to be erected. As of June 1951, thirty of these houses had been erected. The average worker would not live in one of these dwellings as they were reserved for Stakhanovites and higher levels of workers. The monthly rental for these dwellings would be about 55-60 rubles per month. The cost of construction of this type of house would be about 10,000 rubles.

The following is a plan of a BI-2 House (for two families)



In addition to these family units it was planned to construct three, two-story, brick dormitories, each for two hundred workers.

- (b) In the village (poselok) on Zayachiy Island there was not a single genuine street. There were streets, but they were unpaved and very dirty. Slops were poured from the windows and there was no sewerage system. Pigs, dogs and goats roamed along the streets and children played in the mud. It was planned to pave the main streets with cobblestones. As of June 1951, about two kilometers of street were paved out of a total of about 5-6 kilometers which had been planned.
- (c) The siding on the island had been substantially completed in June 1951.
- (d) The reconstruction of the destroyed park, an area of about 5,000 square meters, had not yet been started in June 1951.
- (e) The plan envisaged the construction of a stadium for the Voluntary Sports Society (VSO). It was planned to equip a football field, basketball and volleyball courts and a track. This work had not been started in June 1951.
- (f) Shiprepair Shop (Masterskiye) #55 was installed on three old oil barges originally; however, this became unsatisfactory. In view of the increasing volume of ship work and the fact that operations afloat involved many inconveniences, it was planned to rebase the shops on shore. As of 1951 only one, one-story building had been erected on shore. By this date the builders had raised the question of deleting the rebasing of the shops from the plan. Masterskiye #55 performs routine (tekushchiy) and sometimes medium (sredniy) repairs on types of Baytanker. Fifteen to eighteen tugs can be repaired at the same time.

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- (g) The Ship Building Yard (Sudostroitel'naya verf'), MMF until the end of 1950 was based in Elling in the vicinity of Peschanaya Kosa. Since the route of the new railroad bridge across the Volga passed through the territory of the Verf', it was rebased on Zayachiy Island. The Construction Directorate carried out the operations to equip the water area (akvatoriya) of the Verf' and to erect the shop buildings. The Verf' is engaged in small ship construction as well as in repair work. The Shipyard, MMF normally builds in one year: 25-30 lifeboats (shlyupki), 18 to 25 feet in length; two sail-motor schooners (parusno-motornyye shkhuny, motoshkhuny, M/Sh), 100 tons displacement, 25 meters in length; one ferro-concrete barge (zhelezo-betonnaya barzha), 1,000 tons displacement, 50 meters in length. Either tanker or dry cargo-type barges are constructed and the Caspian Dry Cargo Steamship Agency (Kaspflot) is the usual recipient of such construction. In addition to these yearly production figures, the Verf' is capable of repairing five ships per year.
10. The documentation and financing of the works-projects were embodied in a series of plans which controlled and guided the construction directorate. A technical works plan existed for both an over-all concept and for the individual elements of the works-projects. There was also a plan concerning the organization and scheduling of the actual labor and work. Estimates are prepared for determining the cost of the works-projects. These include the total cost of materials, man power and overhead expenses. Duplicate copies of these documents are in the hands of the client steamship agency, Reydtanker. The department of capital construction of Reydtanker is the basic supervisory organ regarding the progress of construction. All technical documents relating to the modernization of the shipyard are kept in this department.
11. The department of capital construction (OKS) is required to keep constant control over the time limits and the quality of the works to be carried out as well as over the conformity of their cost to the estimate. The percentage of work completed is computed every month. The purpose of computing the percentage is to determine fulfillment of the plan by the construction directorate and to draw up the payment documents for the works completed. The percentages are computed in the following manner. Every month the manager of the construction directorate summons a responsible person from the department of capital construction (usually the chief himself) and together they conduct a general check of the works completed during the month. The amount completed is collated with the plan, the schedule and the estimate. Thereafter a certificate of the percentage of work completed is drawn up for the joint signatures of the chief of the Construction Directorate and the chief of the Capital Construction Department. If there are no issues in dispute, the certificate is signed by them. On the basis of the certificate the Construction Directorate submits a bill to the client for work completed. The bill is accepted by the chief of OKS and it goes to the bank for payment through the chief of the finance department. Services rendered by outside organizations, i.e. Roadsteads Technical Fleet (Reydtakhflot) for dredging work and the Special Purpose Underwater Expedition (EPRON) for diving and salvage work, are paid for by the Construction Directorate. Thereafter it submits to the steamship agency a bill for reimbursement. The steamship agency pays these bills if such work was envisaged in the plan and if they do not exceed the estimated cost.
- No superfluous works-project will be paid for by the client agency. If the cost of a works-project exceeds the estimate, the amount in excess of the estimate is not to be paid by the client.
- In the subject works-projects the workers of the capital construction department of Reydtanker must have ample qualifications and must pay the maximum attention in the course of accepting the completed works-projects. Experience has shown that the management of the Construction Directorate operates on the principle: "If you don't cheat, you won't get by."
12. The organizational structure of the Astrakhan Construction Directorate consists of several administrative departments which supervise the production and auxiliary workers. The Directorate is headed by an Engineer Captain, Merchant Fleet, 1st rank, Bovshover (fnu), a former worker in the MVD. The chief engineer, and deputy, is Engineer Captain, Merchant Fleet, 3rd rank, Golovinskiy (fnu).

There are seven departments comprising the central offices of the directorate.

- (a) In the planning-production department the foremen and engineers directly manage the production activities of the two sectors. The technicians provide planning and bookkeeping for the sectors. The department is made up of:

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Chief.....	1
Senior Engineer.....	1
Engineers.....	2
Technicians.....	2
Foremen (they are at the same time managers of sectors)	4
Total.....	<u>10</u>

- (b) In the technical department the engineers and technicians are allotted directly to the sectors. The department is comprised of:

Chief.....	1
Senior Engineer.....	1
Engineers.....	2
Technicians.....	2
Total.....	<u>6</u>

- (c) The department of labor and wages supplies an engineer and a technician to sector #1 and two technicians to sector #2. The department is made up of:

Chief.....	1
Senior Engineer.....	1
Engineer.....	1
Technicians.....	3
Total.....	<u>6</u>

- (d) The accounting office consists of:

Chief Accountant.....	1
Senior Accountants.....	2
Accountants (bukhgalter).....	3
Bookkeeper (schetovod).....	1
Total.....	<u>7</u>

- (e) The supply department is comprised of:

Chief.....	1
Senior Merchandiser.....	1
(stat'shny tovarovedov)	
Merchandisers.....	2
Economist.....	1
Agents.....	2
File Clerk.....	1
Warehouse Manager.....	1
Warehousemen.....	2
Total.....	<u>11</u>

- (f) The personnel department is made up of:

Chief.....	1
Senior Inspector.....	1
Inspector.....	1
Total.....	<u>3</u>

- (g) The Administrative-Management (Administrativno-Khozyaystvennyy) Department is made up of:

Chief.....	1
Office Manager (delo-proizvoditel').....	1
Typists.....	2
Courier.....	1
Total.....	<u>5</u>

Grand Total..... 48

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13. The number of people engaged as production workers and auxiliary workers in 1951 amounted to the following:

- (a) Sector #1 was comprised of about 150 persons who were mainly excavation workers, carpenters and metal workers.
- (b) Sector #2 consisted of about 700 persons who were mainly carpenters, joiners, painters, plasterers, masons and metal workers.
- (c) Auxiliary workers (workers not actually yielding output of production) amounted to about 30 persons in 1951. This includes truck drivers, mechanics, stevedores and subsidiary workers.

14. [redacted] the inventory of technical equipment in the Astrakhan Construction Directorate was not sufficient to assure the normal progress of the works-projects. Therefore it was often necessary to proceed along the lines of brute force. This had the consequence of making the cost of the works-projects more expensive. In turn, sharp conflicts resulted between the Construction Directorate and Reyd tanker as the latter would not accept bills for payment if they were in amounts larger than envisaged in the estimate.

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The Astrakhan Construction Directorate was equipped with the following machinery:

- (a) One single-scoop excavator.
- (b) One clam-shell excavator.
- (c) Two dump trucks.
- (d) Two ZIS-5 trucks.
- (e) Two mechanical drop hammers for driving piles and sheet piling.
- (f) One stone crusher.
- (g) Two mobile compressors.
- (h) A motor patrol launch.

15. Despite the fact that 1954 was set out by the five year plan as the date by which the modernization of the shipyard was to be completed, none of the managers of the construction directorate considered this time limit feasible.

[redacted] the works-projects would drag out for seven or eight years. The basic reasons for the unsatisfactory work of the directorate are lack of organization, mismanagement, bureaucratic red tape and short supply of a number of materials. [redacted] several instances illustrating the shortcomings of the directorate.

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- (a) A Georgian was transferred from Baku to the Directorate as its first chief. This manager did not keep as busy modernizing the yard as he did chasing after women. Eventually he allowed the work to pile up, he deceived the steamship agency as to the volume of the works-projects completed, and he was finally removed from his position. He was transferred to the post of manager of the construction directorate at Baku instead of being subjected to a court trial. In his place a former Cheka member, Bovshover (fnu) was appointed. He at once began to use harsh work methods in the works-projects which were based on principle, "I'm the chief. If I want to I'll squeeze the last ounce of blood out of my subordinates."
- (b) In the drafting and fulfillment of the technical plans there were numerous defects. In the erection of a settlement of 50 BI-2 houses the plan did not provide for the construction of toilets or sheds for firewood and domestic animals. For several months the steamship agency argued with Glavmorstroy that each house ought to have a toilet and a shed for keeping firewood. Parts for the houses further were made of green lumber and were incomplete so that in assembly many parts were missing. In passing one more mention of the sheds. There are very few such structures in the settlement, and the inhabitants have chickens, pigs and goats, which means that the animals have to live in the streets or in the dwellings of the people. In May 1950 the chief of the steamship agency issued an order which strictly forbade the appearance of chickens, pigs and goats on the streets of the settlement.

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- (c) Materials for construction arrive late and in bad condition. It is sufficient to say that the bricks for the needs of the works-projects were obtained from the old abandoned oil pits near the yard 1/n Tenth Anniversary of the October Revolution. These pits were built before the revolution, but the brick linings of the walls were torn out and carried away for the new construction as if they were something precious. These old bricks were used even though there were several brickyards in the vicinity of Astrakhan.

-end-

- Enclosure (A): Area of the settlement of the shipyard 1/n Tenth Anniversary with Legend  
(B): Results of the Operations by the Construction Directorate as of June 1951 with Legend  
(C): Plan for the Modernization of Zayachiy Island with Legend

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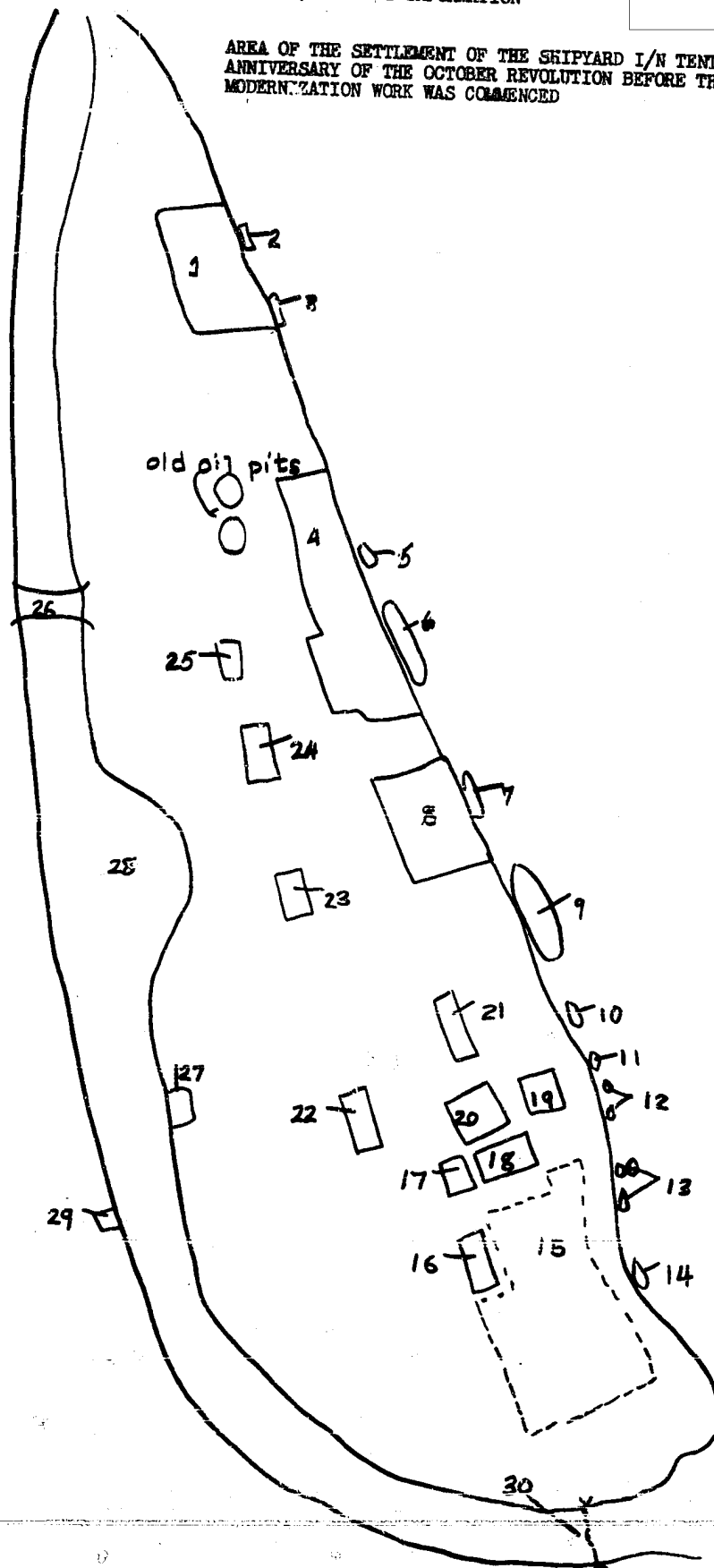


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ENCLOSURE (A)  
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AREA OF THE SETTLEMENT OF THE SHIPYARD I/N TENTH  
ANNIVERSARY OF THE OCTOBER REVOLUTION BEFORE THE  
MODERNIZATION WORK WAS COMMENCED



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ENCLOSURE (A): Page -2-

## Appendix to Diagram #1

1. Ship repair shop i/n Artem Sergeev
2. Passenger pier of the Astrakhan Rayon Directorate of the Volga Cargo-Passenger River Steamship Agency (Astr Rupr Vgprp)
3. Floating drydock of the workshop i/n Artem Sergeev
4. Ship repair yard i/n Tenth Anniversary of the October Revolution
5. Small floating drydock of Item #4
6. Large floating drydock of Item #4
7. Wooden pier of Reydtanker
8. Lumber yard of Reydtanker
9. Debarkader #6 of Reydtanker
10. Passenger pier of Astr Rupr Vgprp
11. Debarkader #194
12. Freight wharf of Reydtanker
13. Ship repair shop #55 of Reydtanker
14. Oil Station #129
15. Area of the park
16. Office building for the prosecuting attorney (prokuratur) of the lower Volga (N-V) Basin of the Water Department of the MGB
17. School #26
18. Radio station of Reydtanker
19. Store for sea-going personnel
20. Recreation club Krasniy Moryak
21. Office building for the Personnel Department of Reydtanker, the Basin Committee of the Seaman's Trade Union (BasKomMor) and the Oil Port (Nefteport)
22. Building for the Navigation School
23. Fire fighting unit of the 8th otryad of the Militarized Guard (Vokhr)
24. Dining room and store for yard workers
25. The bakery for the settlement (poselok)
26. The old wooden bridge across the Volozhka River
27. The public bath for the settlement
28. Graveyard for ships of Reydtanker
29. Reydtanker hospital on the right bank
30. The ferry to the area of the yard i/n Third International

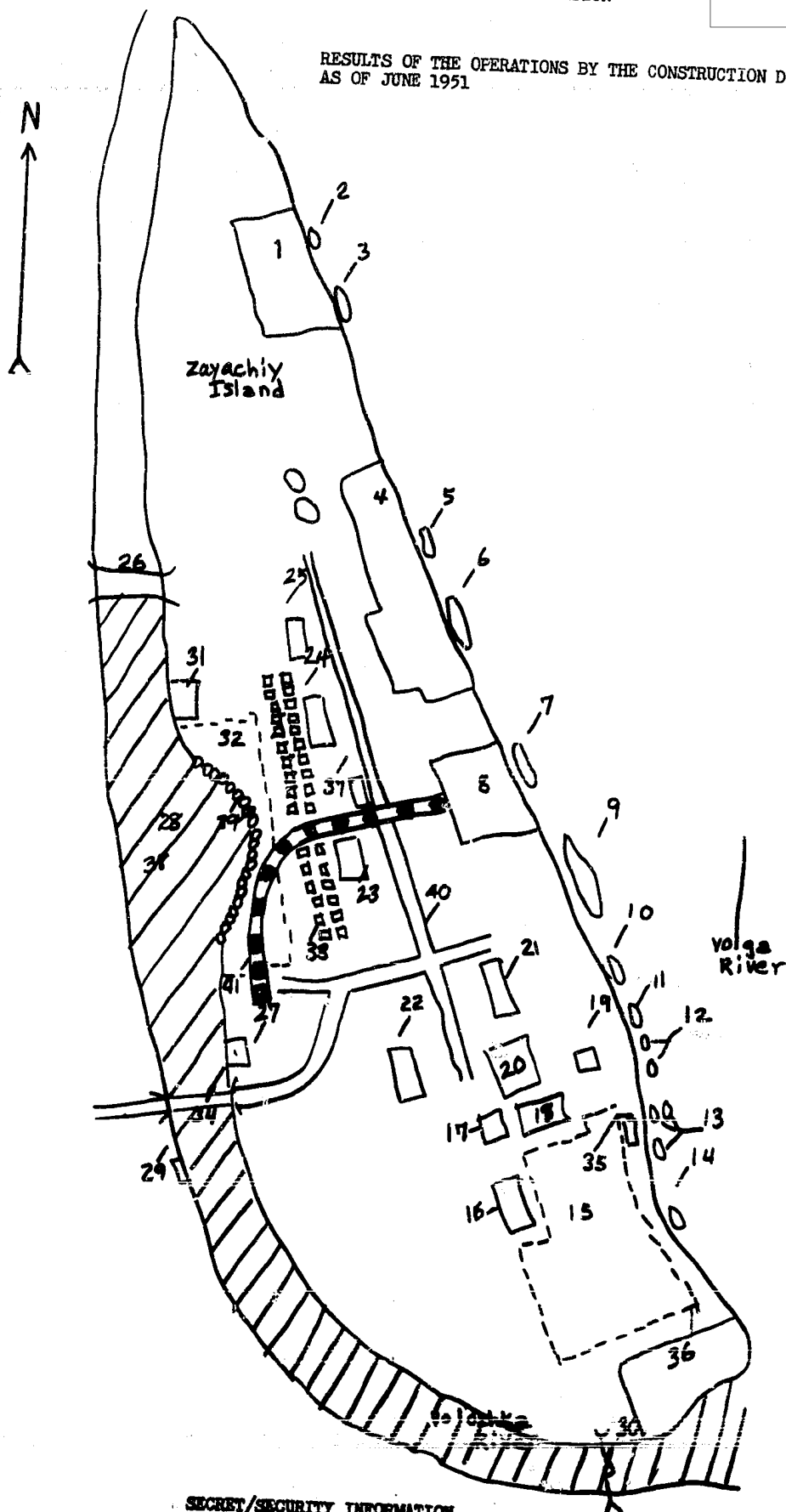
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ENCLOSURE (B)  
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RESULTS OF THE OPERATIONS BY THE CONSTRUCTION DIRECTORATE  
AS OF JUNE 1951






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Enclosure (B): Page -2-

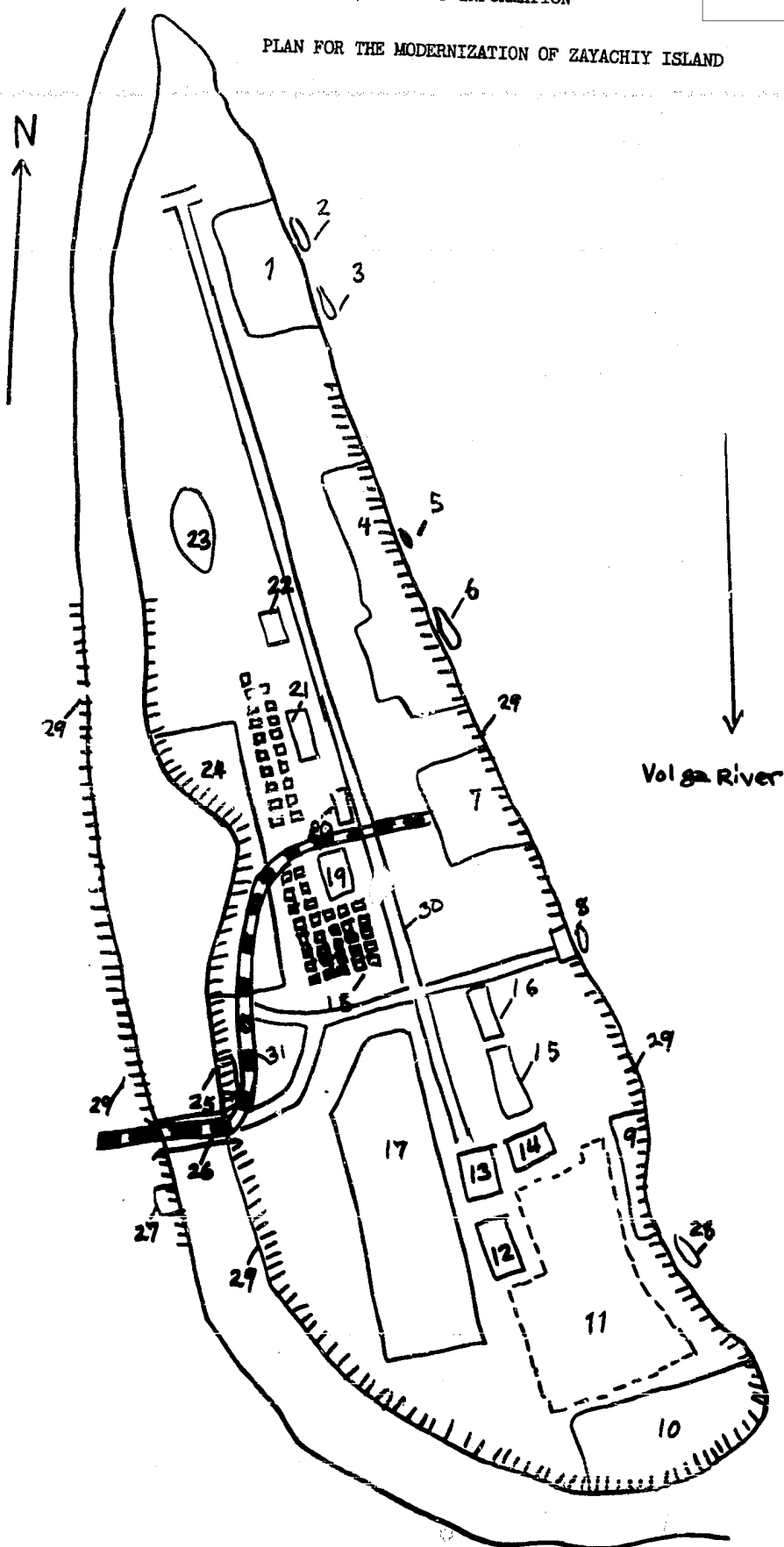
1. to 30    onto Diagram #1
31. Offices of the Astrakhan Construction Directorate
32. Area of the slipway construction
33. Thirty (30) wooden BI-2 houses
34. Temporary pontoon bridge across the Volozhka River
35. Depot headquarters for Ship Repair Shop #55
36. Area of the Shipyard (Verf'), MWF
37. Barracks of the 8th Otryad of the Militarized Guard (Vokhr)
38. / The portion of the Volozhka River which has been cleared of sunken vessels and  
/ which has been dredged
39.  Area where sheet piling has been sunk
40.  New cobblestone road
41.  Railroad spur intended to join with the main line from Astrakhan to Kizlyar

ENCLOSURE (c)  
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PLAN FOR THE MODERNIZATION OF ZAYACHYI ISLAND



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Enclosure (C): Page -2-

1. Ship repair shop i/n Artem Sergeev
2. Passenger pier of the Astrakhan Rayon Directorate of the Volga Cargo-Passenger River Steamship Agency (Astr Rupr Vgprp)
3. Drydock of the ship i/n Artem Sergeev
4. Shipyard i/n Fenth Anniversary of the October Revolution
5. Small drydock of the yard in item #4
6. Large drydock of the yard in item #4
7. Lumber yard and woodworking shop
8. Passenger pier of Astr Rupr Vgprp
9. Ship repair shop #55 of Reydtanker
10. Shipyard (Verf'), MGB
11. Park of culture and rest
12. The office building of the prosecuting attorney (prokuratur) of the Lower Volga (N-V) Basin and the water department of the MGB
13. Navigation school
14. Radio station of Reydtanker
15. The recreation club Krasnyy Moryak
16. The office building for the personnel department of Reydtanker, the Basin Committee of the Seaman's Trade Union (BasKomMor) and the oil port (nefteport)
17. Wooden, three-unit dwelling houses
18. Fifty (50), wooden, two-unit, BI-2 dwelling houses
19. Fire brigade of the 8th otryad of the militarized guard (vokhr)
20. Barracks of the 8th otryad of the militarized guard (vokhr)
21. Store and dining room for yardworkers
22. Kennel of the 8th otryad of the militarized guard (vokhr)
23. The sports stadium
24. Area of the slipway
25. Public bath
26. Bridge across the Voloshka River
27. Hospital
28. Oil station #129
29. ////////////// - Areas where bank is to be reinforced
30. \_\_\_\_\_ - Cobblestone streets
31. \_\_\_\_\_ - Railroad siding connecting the island with the Astrakhan-Kizlyar railroad line

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